

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : Harry E. Fitzwater
Director of Personnel
Policy, Planning, and Management

SUBJECT : NAPA Project Group Recommendations: Tabs I
Through AA

Forwarded herewith is an approval document for your signature reflecting Executive Committee actions on 5, 6, 13 and 18 December 1979 regarding the NAPA Project Group recommendations in Tabs I through AA.

STATINTL

Harry E. Fitzwater

Attachment

Distribution:

- Orig & 1 - DDCI (Orig to be returned to D/Pers-PP&M)
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ATTACHMENT

APPROVAL, NON APPROVAL, OR MODIFICATION OF THE NAPA
PROJECT GROUP RECOMMENDATIONS RESULTING FROM THE
EXECUTIVE COMMITTEE MEETING OF 26 NOVEMBER 1979

1. Tab A - Scope and Limitation of the DCI's Authorities

Recommendation A. Modified by the Executive Committee to drop the three month deadline. Recommendation is now as follows:

Charge the General Counsel to complete the Guide to Law of Central Intelligence and to maintain the Guide as current as possible.

Approved (✓)

Not Approved ()

Recommendation B. The Executive Committee disapproved Recommendation B, that senior managers periodically be required to read the Guide.

Approved ()

Not Approved (✓)

Recommendation C. Modified by the Executive Committee to broaden its scope to include all special DCI authorities contained in Section 8 of the CIA Act. Recommendation is now as follows:

Charge the General Counsel with developing a statement, in the style and detail associated with a law review article, that cites the significant boundaries of the special DCI authorities contained in Section 8 of the CIA Act. This statement should be completed by 1 ^{February} ~~January~~ 1980. The statement is not in lieu of the Guide; its purpose is to provide a single, uniform interpretation of the boundaries of the DCI's authorities, avoiding the problem of differing conclusions drawn by laymen readers.

Approved (✓)

Not Approved ()

2. Tab B - Criteria for Changes

Recommendation A. The Executive Committee approved the recommendation.

Do not accept the NAPA proposal for a written set of considerations for use in determining whether or not to adopt changes which stem from systems in other agencies.

Approved (✓)

Not Approved ()

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Recommendation B. The Executive Committee approved the recommendation.

The DDCI task the Director of Personnel with the responsibility for an impact analysis of proposed personnel policy changes, with the degree and extent of that analysis being appropriate to the significance of the issue.

Approved (✓)

Not Approved ()

Recommendation C. The Executive Committee approved the recommendation.

The DDCI utilized the report from that analysis as the basis of a record of the decision made and the rationale for it; utilize the analysis as a source of information for employees in those situations where it is deemed appropriate.

Approved (✓)

Not Approved ()

3. Tab C - Personnel Policy: Approval and Publication of Regulations

Recommendation A. Modified by the Executive Committee to require that the revisions be coordinated. Recommendation is now as follows:

Have the Director of Personnel review the [REDACTED] series and where necessary revise them in format to clearly indicate the basic Agency policy on the subject contained in that sub-series. This revision is to be completed within six months. All revisions will be coordinated. The revised regulation is to note "revised for format only", with the last date of content change also indicated. Only those [REDACTED] sub-series reflecting policy issues need be revised. Those sub-series programmed for content change within six months after the completion of the format revision can be revised for format when revised for content.

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Approved (✓)

Not Approved ()

Recommendation B. Modified by the Executive Committee to delete the developing and issuing roles. Recommendation is now as follows:

The DCI or the DDCI continue to approve all new personnel policies or any changes in existing policies.

Approved (✓)

Not Approved ()

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4. Tab D - Authorities of the Director of Personnel

ILLEGIB

The Executive Committee delayed action on this recommendation pending further study on two options, organizationally transferring either part or all of the Office of Personnel to the DCI level.

* 5. Tab E - Role of Personnel Officers

Recommendation A. The Executive Committee approved the recommendation.

Have the component manager clearly define in the Advance Work Plan, the role expected from the Component Personnel Officer giving particular emphasis both to the working relationship desired between the Personnel Officer, the Career Management Officer and the line supervisor and to the four functions common to personnel specialists identified in the conclusions section of this paper.

Approved (✓)

Not Approved ()

Recommendation B. The Executive Committee approved the recommendation.

Have the Director of Personnel clearly define in supplemental guidance through the component manager, the general role expected from Personnel Officers. If appropriate, this guidance can be issued on a Directorate-wide basis.

Approved (✓)

Not Approved ()

6. Tab F - Office of Personnel Focal Point for Component Personnel Officers

Recommendation. The Executive Committee approved the recommendation.

A focal point for operations in the Office of Personnel not be created, but the Office of Personnel issue an updated functional directory.

Approved (✓)

Not Approved ()

* See attached memos, dated 28 November 79 and 12 December 1979, which approved the establishment of the Personnel Management Advisory Board.

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7. Tab G - Office of Personnel Operational Activities

Recommendation. The Executive Committee agreed to delete the recommendation that operations now carried out in the Office of Personnel not be delegated to directorate personnel officers as this would not allow enough flexibility.

Approved (✓)

Not Approved ()

8. Tab H - "E" Career Service

Recommendation. The Executive Committee approved the recommendation.


Retain the "E" Career Service but with more professional "E" career positions being staffed by officers on rotational assignment.

Approved (✓)

Not Approved ()

9. Actions indicated in paragraphs 1 through 8 above are approved.

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Deputy Director of Central Intelligence

18 December 1979
Date

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PROJECT GROUP RECOMMENDATIONS RESULTING FROM THE EXECUTIVE
COMMITTEE MEETINGS OF 5, 6, 13, AND 18 DECEMBER 1979

Tab I: CT Selection and Placement

The Executive Committee recommended deferring consideration of all recommendations in this section until the Inspector General completes its ongoing review of the CT Program.

Tab J: Vacancy Notice System

The Executive Committee did not address individually the recommendations in this section. Instead, the Committee agreed that the Personnel Management Advisory Board should compile a list of positions for which mandatory Agency-wide vacancy notices would be appropriate particularly those within certain occupational families. The Office of Personnel is to assess the feasibility of requiring mandatory vacancy notices given current Office of Personnel resources. The Committee further agreed to inform employees of the results of the above studies, to investigate expediting the distribution of notices, to try to reduce the response period to notices from three weeks to two, and to require that employees selected for new assignments should be released by their offices within three weeks.

Approved *DB*

Not Approved ()

and report back to the EC.

Tab K: Movement Into Professional Ranks

Recommendation A. The Executive Committee recommended approving the recommendation.

"Position Management and Compensation Division and the operating heads insure that job descriptions and standards accurately reflect the educational criteria for professional positions."

Approved *DB*

Not Approved ()

Recommendation B. The Executive Committee recommended approving the recommendation.

"Each Deputy Director task the issuing officer for a vacancy notice with the responsibility to verify the subject component's


Harry - I thought one way to see that college degrees were not insisted on unless necessary to address the issue.

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vacancy notice requirement for a college degree and to assure that the need for this requirement or lack thereof is adequately conveyed in the notice."


Approved 

Not Approved ()

Tab L: Occupational Career Systems

Recommendation A. The Executive Committee recommended approving the recommendation.

"Withhold decision regarding personnel management of Data Processing occupational family until completion in mid-1980 of the Information Handling Study."

Approved 

Not Approved ()

Recommendations B and C. The Executive Committee recommended delaying action on these recommendations until completion of a study to be conducted by the Director of Personnel on the vacancy notice system and on the possibility of consolidating some skill groups under fewer panels.

Tab M: Rotational Assignment Policy

The Executive Committee agreed to not consider Recommendations A and B as the Office of Personnel's proposed SIS-related executive development program includes a recommended policy on rotational assignments. The SIS recommendation will be reviewed and possibly used as the decision document for this issue.

Tab N: Competitive Evaluation Panels

Recommendation A. The Executive Committee recommended deferring action on this recommendation to approve the concept of a journeyman level grade and establish job standards related to it pending establishment of the Agency evaluation system proposed by the Heads of the Career Services.

Recommendation B. The Executive Committee recommended not approving the recommendation.

"Provide the line managers the authority to promote individuals to the level of journeyman, based on performance against job standards."

Approved ()

Not Approved 

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Recommendation C. The Executive Committee recommended not approving the recommendation.

"Eliminate competitive evaluation/promotion panels for those grades below journeyman level."

Approved ()

Not Approved (*JK*)

Recommendation D. The Executive Committee recommended approving the recommendation.

"Reaffirm competitive evaluation as a policy for supervisory positions; retain competitive evaluation/promotion panels to recommend promotions at these levels based on assessment of performance and potential."

Approved (*JK*)

Not Approved ()

Tab O: Decision-Making Role of Panels

Recommendation A. The Executive Committee recommended approving the recommendation.

"Establish the role of panels as advisory to the Heads of Career Service and Subgroups."

Approved (*JK*)

Not Approved ()

Recommendation B. Modified by the Executive Committee to require exceptions to panel promotion recommendations to GS-15 and up to be forwarded to DCI/DDCI for resolution. Recommendation is now as follows:

Require exceptions to panel promotion recommendations through GS-14 be fully documented as to the reasons, approved by the Head of the Career Service, and reported to the panel concerned. Exceptions to panel promotion recommendations to GS-15 and up will be forwarded to the DCI/DDCI for resolution. The Director of Personnel is to be advised of all exceptions in order to monitor them and to annually submit an analysis of these exceptions to the DCI/DDCI.

Approved (*JK*)

Not Approved ()

Tab P: Evaluation Panel Functions

Recommendation A. The Executive Committee recommended approving the recommendation.

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"Instruct the Heads of Career Services to revise Career Service Handbooks and guidance to Career Service and Subgroup panels to distinguish, if not already done, between evaluation for performance--that is the attainment level reached in discharging assigned responsibilities--and for potential--assessing the individual's readiness to assume higher levels of responsibility--while recognizing that performance must be evaluated while assessing potential."

Approved *OK*

Not Approved ()

Recommendation B. The Executive Committee recommended approving the recommendation.

"Approve the two basic functions of all Career Service and Subgroup panels as:

- evaluating employees to recommend, within established goals, which employees within a career grouping should be promoted; and
- identifying those employees with high potential for career growth into positions of increasingly greater responsibility."

Approved *OK*

Not Approved ()

Recommendation C. The Executive Committee recommended not approving the recommendation.

"No longer require Career Service and Subgroup panels to use descriptors."

Approved ()

Not Approved *OK*

Recommendation D. The Executive Committee did not address the recommendation to have Heads of Career Services and Subgroups whose panels numerically rank all employees in specific relationship to all other employees review the need to perform this function. This subject will be addressed by the Director of Personnel when developing uniform guidance to and precepts for all panel operations.

Tab Q: Uniform Precepts for Panels

Recommendation. The Executive Committee recommended modifying the recommendation to instruct the Director of Personnel to develop uniform guidance and precepts for all panel operations. Recommendation is now as follows:

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Have the Director of Personnel develop, using the attachment as a guide, uniform guidance and precepts for all panel operations, including senior secretarial/clerical panels.

Approved (X)

Not Approved ()

Tab R: Labeling Positions as Professional and Clerical

Recommendation A. The Executive Committee recommended tabling the recommendation to maintain the basic position categories of clerical, technical and professional pending further study by the Director of NFAC and the Director, EEO.

Recommendation B. The Executive Committee recommended approving the recommendation.

"Charge the Director of Training to include a segment in appropriate OTR courses (such as orientation and management courses) that addresses the three basic job categories into which all employees are placed, why this is done, and what it means. The presentation should stress no implication of lesser status for "non-professional", and that clericals do perform in a professional manner, etc. The message to be stressed is that Agency managers should not recognize category distinctions in the treatment of their employees and where possible should discourage the use of such category labels in referring to individuals.

Approved (X)

Not Approved ()

Tab S: Flow-Through Policy

The Executive Committee agreed that recommendations A, B, C, and D on a Flow-Through Policy were adequately addressed in the 13 November 1979 Notes from the Director on "Reasonable Career Opportunity".

Tab T: Personnel Reductions

Recommendation A. The Executive Committee agreed that a statement with regard to the Agency's personnel reductions policy was adequately addressed in the 13 November 1979 Notes from the Director on "Reasonable Career Opportunity".

Recommendation B. The Executive Committee recommended modifying this recommendation to indicate that Agency personnel reduction policy should be reflected in an Agency-wide handbook. The recommendation now reads:

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Include a statement with regard to the personnel reduction policy in the Agency-wide personnel management handbook.

Approved *(initials)*

Not Approved ()

Tab U: Low Three Percent Out Concept

The Executive Committee recommended not approving Recommendations A and B to eliminate the requirement to develop a low three percent ranking and to publish an Agency Notice explaining this action. Rather, the Committee agreed that the existing regulation on this topic should be conformed to as an Agency-wide policy. STATINTL

Approved ()

Not Approved *(initials)*

Recommendations not approved. Conforming with existing reg. is.

Tab V: Non-Competitive Transfers (To Other Federal Agencies)

In lieu of Recommendations A and B the DDCI requested the Director of Personnel determine if Agency employees have the same Civil Service rights as Foreign Service personnel and, if they do not, we will then pursue the subject of non-competitive transfer benefits for CIA employees with Director of the Office of Personnel Management.

Approved *(initials)*

Not Approved ()

Tab W: Agency's Obligation to Employees

As a result of concerns expressed by the General Counsel regarding the legal disadvantages to a statement on obligations to employees, the Executive Committee recommended delaying action on Recommendations A and B until the DCI MAG is asked to consider the dilemmas presented by this issue: How can the Agency issue a statement on its obligations to employees that will improve employee morale, retain the DCI's authority to dismiss employees when appropriate, and not make the Agency vulnerable to law suits?

Tab X: Personnel Management Evaluation Program

Recommendation A. Modified by the Executive Committee to include the Director of EEO when developing an evaluation design. Recommendation is now as follows:

Have the Director of Personnel and the Career Service Heads, in consultation with the Director of EEO, develop evaluation designs for use in assessing the effectiveness of personnel management programs.

Approved *(initials)*

Not Approved ()

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Recommendation B. Modified by the Executive Committee to affirm the Director of Personnel's responsibility for Agency-wide personnel management evaluation. Recommendation is now as follows:

The Director of Personnel is responsible for Agency-wide personnel management evaluation. The Heads of the Career Services are to annually evaluate their own systems--within the context of a revised APP as much as possible--and report to the DDCI through the Director of Personnel.

Approved

☒

Not Approved ()

Tab Y: Cost of Personnel Administration

The Executive Committee recommended not approving the recommendation.

"Task each Directorate, with the guidance of the Director of Personnel, to assess personnel costs in the areas noted by the NAPA Team and report findings, with recommendations, to the DCI."

Approved ()

Not Approved

☒

Tab Z: Personal Rank Assignments (PRA)

Recommendation A. The Executive Committee recommended approving the recommendation.

"Retain the present concept of Personal Rank Assignments with monitoring by the Director of Personnel."

Approved

☒

Not Approved ()

Recommendation B. The Executive Committee recommended approval as modified below:

Have the Director of Personnel clearly label coverage of Personal Rank Assignments in the Agency Handbook so as to provide Agency-wide consistency among career services and for easy identification by employees.

Approved

☒

Not Approved ()

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Tab AA: LWOP for Employee Spouses

Recommendations A and B. The Executive Committee recommended deferring action on the recommendations pending completion of the DDA Task Force paper on the subject.

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Deputy Director of Central Intelligence

15 January 1980

Date

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